

U.S. DEPARTMENT OF STATE

# STATE

NOVEMBER 2009

MAGAZINE



## Smart Money

Key Office Focuses on  
International Development



# Contents

**November 2009**

Issue Number 539

**10**

## **Stating Their Case**

Giving fair launches 2009  
Combined Federal Campaign.

**28**

## **Office of the Month**

Office brings coherence to  
development finance.

**12**

## **Digital Diplomacy**

IIP engages new audiences with  
social media.

**34**

## **One Day in November**

Diplomacy Center commemorates  
fall of Berlin Wall.

**18**

## **Post of The Month**

Jerusalem sits  
at the center  
of history.

## Features

**14**

### **Crisis Coordination**

Department plays key role in national exercise.

**16**

### **Sprouting Ideas**

Council implements Greening Diplomacy Initiative.

**24**

### **Gainful Employment**

Embassy summer hires help Eritreans learn English.

**26**

### **One in a Million**

Employees complete virtual "Walk to Baghdad."

**32**

### **After Hours**

Employee competes in international dragon boat racing.



**14**



**10**



**32**

## Columns

**2**

From the D.G.

**3**

Letters to the Editor

**4**

In the News

**9**

Diversity Notes

**35**

Education & Training

**36**

Safety Scene

**38**

Appointments

**41**

Retirements

**42**

Obituaries

**44**

The Last Word



### **On the Cover**

The Office of Development Finance highlights the values of trade, investment and the private sector in promoting sustainable international growth.



# Diplomacy 3.0

We have much to celebrate as we continue to implement the hiring increase known as “Diplomacy 3.0” —a term that highlights strengthening our workforce for the three pillars of Diplomacy, Development and Defense. Launched in March 2009, Diplomacy 3.0, a multi-year effort to increase the size of the workforce by 25 percent, aims to bring on board 1,200 new Foreign and Civil Service employees above attrition in fiscal year 2009 and another 1,200 in fiscal year 2010.

These unprecedented hiring numbers are a significant increase over recent years, higher than the Diplomatic Readiness Initiative we undertook in 2001–2004. Ramping up to this level requires teamwork among all bureaus. There are staffing gaps in almost every bureau, and HR works with hiring managers to ensure bureaus’ priorities are addressed.

These additional resources gave us the opportunity to redress existing deficits, thaw the “frozen” positions of recent assignment cycles, eliminate the need for freezes in future cycles and create new positions needed to better respond to the Administration’s foreign policy objectives. In the short-term, we are working to identify and establish at least 200 new positions by December and more in 2010. With these new positions, we can also build a language training float, particularly for priority languages, such as Arabic, Chinese and Urdu. We hope that our carefully structured approach will help us achieve these priority goals while also creating new assignment opportunities for our mid-level colleagues and the positions we need to accommodate our new hires.

Of course, a robust hiring program starts with recruitment outreach. We are very focused on finding and attracting people who have the skills that we need, and our outreach is always focused on a talented, diverse pool of candidates.

We employ a variety of recruitment and marketing outreach methods to identify and engage with our target audiences. Washington-based recruiters and Diplomats in Residence based on campuses around the country organize information and preparatory sessions, use social media to connect with potential candidates, counsel applicants and participate in recruitment events organized by partner organizations.

Many Department colleagues volunteer to support and complement our recruitment outreach and take advantage of recruitment outreach resources available on the intranet: <http://hrweb.hr.state.gov/prd/hrweb/ree/recruiter/bearecruiter.cfm>.

If you are speaking to potential candidates and would like to request recruitment materials, please e-mail [VolRecruiter@state.gov](mailto:VolRecruiter@state.gov). I encourage you to support our outreach efforts, including e-mail

counseling with candidates from your alma mater, by registering at <http://careers.state.gov/alumni>.

Our marketing strategies and advertising plans incorporate the use of online advertising, e-mail marketing and print advertising, social and career networking media (Facebook, Jobster, LinkedIn, Twitter), and other emerging Web 2.0 technologies. We also use resume databases from professional organizations like HCBU Connect, national Black MBA Association and LATPro to search for potential candidates.

In the past, we have conducted surveys that demonstrate that our interns’ work experience has been very positive. But we also learned

that we need to stay more engaged with them before and after their internship to increase the likelihood that they will pursue careers with the Department. To support this effort, we launched a new Web site this past summer called “INTERNational Connections” at [www.careers.state.gov/internconnect](http://www.careers.state.gov/internconnect).

In order to reach our hiring targets, we are also pulling out the stops to get the people we recruit into the pipeline. For example, the Board of Examiners has instituted Saturday assessments for Foreign Service Specialists. MED and DS continue to work on reducing the time that it takes to get all clearances and thus the time that elapses from conditional offer to entry into service. At the same time, the Foreign Service Institute has increased its offerings of orientation courses for FS Generalists (A-100) and Specialists. The revised course for Generalists is now five weeks in duration, with eight classes scheduled for fiscal year 2010. For Specialists’ orientation,

there are seven classes scheduled in fiscal year 2010, with the possibility of adding additional classes, depending on hiring.

So, we are well on our way to reaching our hiring targets under Diplomacy 3.0. These new hires will go a long way toward easing our chronic Departmental vacancies.

As our new colleagues come on board, all of us will need to be engaged in mentoring them. Information on formal and informal mentoring options can be found at: <http://hrweb.hr.state.gov/prd/hrweb/mentoring>.

If you have any general comments or suggestions, including topics you would like to see addressed in this column, please feel free to send them to me via unclassified e-mail at DG Direct. ■



*Nancy J. Powell*

Nancy J. Powell  
Director General

# Forget the Labels

I was disappointed with John Robinson's article, "Celebrating Intergenerational Diversity," in the September 2009 issue. In addition to labeling us by race, gender, ethnicity and sexual orientation, Mr. Robinson now wants to categorize us by age group. Since I was born before 1946, I learn that I am a "Traditionalist." I resent that. Younger colleagues might well say, "Don't pay any attention to him; he's just a traditionalist." Who came up with the term and how does Mr. Robinson know that in attitudes I am traditionalist and not revolutionary? Why label a person born on Dec. 31, 1945, differently than one born on Jan. 1, 1946?

Instead of slicing and dicing us into so many categories, let's spend more time emphasizing our common commitment to advancing our country's interests at home and abroad.

**Clarke N. Ellis**  
Senior Reviewer  
Global Information Services

P.S. My own grandchildren illustrate the futility of dividing people by ethnic or racial category. My son gets English and Scottish heritage from me and Italian and Spanish heritage from my wife. Our daughter-in-law provides Cherokee, Norwegian, Mexican and German heritage. What does that make our grandchildren? Americans!

## Bogota FSNs

Having served as consul general in Bogota (September Post of the Month) from 1982 to 1985, I saw firsthand the conflict between the drug lords and the government of Colombia. All of our dependents were sent home in late 1984 because of the escalating violence. Even in those harsh times, I was impressed greatly by our Foreign Service Nationals. During my 35 years in the Foreign Service, I had the honor of working with dedicated local employees in all of my assignments, but I believe the 32 employees in Bogota's consular section were numero uno!

**Charles F. Brown**  
Retired Foreign Service officer

## Rifle photo

I take umbrage at the message sent about American foreign policy when we publish a glossy, high-definition photo of a public affairs officer firing an assault rifle. I concede that the accompanying article ("Mission Ready," September issue) has some merit in illustrating the grim realities of service at a provincial reconstruction team, but argue that a photo that shouts "Democracy—or else!" has no place in any Department of State publication. This does far more damage than good.

**Don Clayton**  
School of Applied  
Information Technology  
Foreign Service Institute



## Talk to Us

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity. Only signed letters will be considered.

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# News



On the grounds of the U.S. Embassy in Manila, American and local staff stand up for diversity.

## Posts Celebrate Gay and Lesbian Pride Month

To celebrate Gay and Lesbian Pride Month in June, U.S. missions worldwide hosted an array of educational and social programming for foreign audiences and mission staff on lesbian, gay, bisexual and transgender issues. With the support of members of the Department's Gays and Lesbians in Foreign Affairs Agencies group, missions in seven countries—Albania, Burma, India, Iraq, Korea, Malta and the Philippines—organized more than 20 lectures, roundtable discussions, movies and social events.

These events promoted awareness of the challenges facing LGBT communities worldwide, provided resources for foreign nationals seeking equal rights for their LGBT communities and celebrated Department efforts toward policies responsive to the needs of LGBT employees and their families.

In the Philippines, about 60 American and local staff joined together in a June 30 photograph on Manila's lush chancery grounds, capping the end of a lighthearted, two-week movie series to educate mission personnel on issues facing LGBT people in different cultures.

The U.S. Embassy in Tirana reached out to Albania's nascent LGBT

movement through lectures by a U.S. anthropologist and roundtable discussions. The U.S. Embassy in Rangoon's American Center hosted a book exhibition, a showing of the documentary "Before Stonewall" and panel discussions on LGBT rights and AIDS in the workplace.

The U.S. Embassy in Valletta held a public screening of the film "Milk" at the University of Malta and a digital videoconference with a U.S. gay rights activist. The U.S. Embassy in Seoul held a June 24 cocktail event attended by 100 staff including the ambassador and deputy chief of mission. It celebrated Secretary of State Hillary Clinton's decision to extend benefits to partners of LGBT employees.

The U.S. Consulate General in Chennai, India, held a poster show titled "Equal Rights for All," invited local LGBT leaders to a reception, screened "Milk" and hosted a videoconference for local LGBT activists with the director of the American Civil Liberties Union's LGBT Project.

Not to be outdone, the U.S. Embassy in Baghdad held a Gay Pride party and fundraiser at the Embassy Association bar, attracting a large turnout of American civilians, U.S. and Coalition military personnel and others. It raised \$1,500 for a U.S.-based LGBT charity.





## Consular Affairs Opens Three New Passport Agencies

Travelers in Texas, Minnesota and Arizona now have more options when they need to get passport books or passport cards: the Bureau of Consular Affairs recently opened passport agencies in those states.

In August, the lobby of the new Minneapolis Passport Agency was transformed into a festive venue for the official ribbon-cutting ceremony, featuring Under Secretary for Management Patrick F. Kennedy, Assistant

Secretary for Consular Affairs Janice L. Jacobs and U.S. Senator Amy Klobuchar. The facility, open since May, provides the full range of passport services.

The September inauguration of the new passport agency in Dallas, open since July, featured Under Secretary Kennedy and Deputy Assistant Secretary of State for Passport Services Brenda S. Sprague.

Also in September, the bureau opened a passport center in Tucson, Ariz., the bureau's 23rd passport-issuance facility.

All three passport offices can issue passport books and cards to citizens with emergency travel needs. Prospective users

must provide proof of travel within 14 days and have a confirmed appointment, which can be scheduled at any time through the Department's automated appointment system. With the full implementation of the Western Hemisphere Travel Initiative earlier this year, U.S. citizens entering the United States at sea or land ports of entry must have a passport book, passport card or other travel documents approved by the Department of Homeland Security.

The Bureau of Consular Affairs plans to open passport agencies within the next 18 months in St. Albans, Vt.; Buffalo, N.Y.; El Paso; Atlanta; and San Diego to serve the travel needs of customers in states near the southern and northern borders. For more information on passport agencies, visit the Bureau of Consular Affairs Web site, [www.travel.state.gov](http://www.travel.state.gov).

## Bureau Promotes Good Governance in Africa

President Barack Obama, speaking in Accra, and Secretary of State Hillary Clinton, speaking in Nairobi, have this year emphasized that good governance, rule of law and transparency are key to Africa's development.

"Leaders have to... demonstrate to their people that democracy does deliver," Secretary Clinton said. "Sustainable progress is not possible in countries that fail to be good stewards of their natural resources."

The Secretary's comments came at a conference in Nairobi funded by the Bureau of African Affairs. The African Growth and Opportunity Act Forum in August drew more than 1,000 people, many of whom participated in a panel discussion on the importance of good governance in fostering an investment-friendly business climate.

The Office of Commercial and Business Affairs in the Bureau of Economic, Energy and Business Affairs is the Department's link to the U.S. business community. The office

put together a team of three officers—Dennis Winstead, Emily Soroko and Kimberly Bell—who worked with the bureau's trade office and the Bureau of International Narcotics and Law Enforcement Affairs to assemble a panel on anti-corruption co-chaired by Acting Trade Policy Deputy Assistant Secretary Bill Craft.

President Obama in Accra called on African nations to combat corruption by developing strong institutions and "forensic accounting [and by] automating services, strengthening hotlines and protect-



Secretary Clinton speaks at the African Growth and Opportunity Act forum in Nairobi.

ing whistleblowers to advance transparency and accountability." During the next year, the office will work with experts in the U.S. government and in countries facing corruption challenges to develop an anti-corruption toolbox for the private and public sectors.

## Global Publishing Opens Cairo Plant

In August, Llewellyn Hedgbeth, deputy assistant secretary for Global Information Services, cut the ribbon at Global Publishing Solutions' newest printing center, in Cairo.

"The plant sparked, the equipment hummed, and Global Publishing Solutions Cairo staff proudly showed off their new facility," she said.

The Department's primary print and pre-media provider, Global Publishing Solutions also has locations in Washington, Manila and Vienna.

Its director, Steve Johnston, said, "Our customers won't need to worry about where the print products are coming from because the production values will be the same in all locations."



**Left:** The plant's new collating equipment gets an inspection. **Above:** Global Publishing Solutions' Cairo team stands ready to show off its new operation.

Like Global Publishing Solutions' Manila facility, the Cairo plant offers digital plate-making, a top-of-the-line Heidelberg color offset press, color and black and white digital presses, and bindery services.

Theodore Vickers, the director of Global Publishing Solutions—Cairo, said, "We can provide phone consultation to those who may not have had the ability in the past to talk to GPS printing professionals because of time zone constraints, and the high-end digital presses allow us to print short-run projects that were cost-prohibitive in the past." The operation also has Arabic language capability.

One of the Cairo plant's first customers, Public Affairs Officer Haynes R. Mahoney of the U.S. Embassy in Cairo, said the plant's team is "extremely flexible, understands our needs in public diplomacy and comes up with imaginative solutions to ensure high-quality products."

Vickers, who oversees a team of 20, said Cairo's role as a regional printing center means "We drew from a pool of highly-specialized printing specialists to gain a great staff."



## Poland Honors Consul General

Polish and American friends, leaders of local government and representatives of Polish institutions watched in July as Consul General Anne Hall (photo at left) received a rare honor from the Polish government. In recognition of her work on developing Polish-American cooperation during her three years at the U.S. Consulate General in Krakow, Hall received the Knight's Cross of the Order of Merit of the Republic of Poland from the governor of Poland's Malopolska region, Jerzy Miller. Hall is the first U.S. consul to receive the award. U.S. Embassy in Warsaw Deputy Chief of Mission Pam Quanrud and the staff of the Consulate General attended the ceremony.

Created in 1974, the award inducts honorees into a Polish order of those who have rendered great service to Poland. Governor Miller told Hall, "You brought our two nations closer, facilitating better understanding. Thanks to your support, many projects of cooperation were put in place."

One, he said, was a Sister Parks Agreement signed in 2007 between Rocky Mountain National Park in the United States and Poland's Tatra Mountains National Park. It led to the first full-fledged Polish volunteerism program for its national parks, he said.





Secretary Clinton and Commissioner General Villarreal display the Expo mascot.

## Department Takes Role in 2010 Shanghai World Expo

The World's Fairs of yesteryear introduced the Ferris Wheel in 1893, the Eiffel Tower in 1900 and the Space Needle in Seattle in 1962. The next world's fair, called the World Expo, will be held in 2010 in Shanghai, and this first Expo hosted by China will likely be the largest in history.

The World Expo in Shanghai will run from May through October 2010 and is expected to host 60 million Chinese and 10 million international visitors. A record number of countries, nearly 200, will have national pavilions.

Secretary of State Hillary Clinton is personally supporting the USA Pavilion. She has requested regular updates on it and was photographed with the fair's mascot. In July, she appointed José H. Villarreal as U.S. Commissioner General for the USA Pavilion, participated in the pavilion's groundbreaking and unveiled a model of the pavilion for business leaders and Chinese officials.

"The Shanghai Expo represents all that the nations of the world can accomplish when we work together, the global challenges we can meet through collective action and the progress we can achieve through international cooperation," Secretary Clinton said.

Taking up the theme of the Expo, "Better City—Better Life," the USA Pavilion's theme is "Rising to the Challenge" through sustainability, teamwork, health and opportunity. The pavilion will provide a glimpse of American cities in the future and U.S. cultural diversity. Visitors also will experience the importance of the Chinese community in America and the value that Americans place on sustainable development and leading healthy lives.

The U.S. Consulate General in Shanghai views the Expo as an opportunity to communicate with millions of Chinese visitors, raise environmental awareness, feature top American performing artists and promote U.S. business.

"What makes this event so compelling is that its theme gives us an unparalleled platform to share our innovations on one of the most important issues affecting our planet—environmental sustainability—and lets us make it relevant and interesting to ordinary people," said Commissioner General Villarreal.

## DOS Rated Best Place to Launch a Federal Career

Where's the best place to begin a career in the United States?

The Sept. 14 edition of *BusinessWeek* magazine ranked the State Department tops among federal agencies and fifth among all U.S. employers, a boost from the number 12 spot the Department received last year.

The magazine also ranked the Department among the top 20 American employers for the fourth consecutive year. The ranking is based on data from employers and career services directors at 60 colleges and a survey of 60,000 college undergraduates. More information is at [www.businessweek.com/magazine/toc/09\\_37/B4146career.htm?chan=magazine+channel\\_top+stories](http://www.businessweek.com/magazine/toc/09_37/B4146career.htm?chan=magazine+channel_top+stories).

# STATE

MAGAZINE

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### Submissions

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### Deadlines

The submission deadline for the January 2010 issue is November 15. The deadline for the February 2010 issue is December 15.

### Environmental Notes

*State Magazine* is printed in the USA using soy-based inks on recycled paper that contains 10% post-consumer waste and is SFI-certified.





## STATEMENT ON DISCRIMINATORY AND SEXUAL HARASSMENT

The success of the Department's work to create a more secure, democratic, and prosperous world depends on the collective efforts of its diverse and talented workforce. Discriminatory and sexual harassment erode the morale and the integrity of our workplace, and undermine the activities of the Department. We must all ensure a positive and professional work environment in which all employees can contribute to our mission without fear of harassment.

The Department of State is fully committed to the prevention and elimination of discriminatory and sexual harassment within its workforce. Discriminatory harassment includes any conduct targeting an individual's or group's race, color, national origin, sex, age, religion, disability (physical or mental), or sexual orientation that results in a tangible employment action or creates a hostile work environment. Sexual harassment consists of unsolicited or unwelcome verbal comments, gestures, or physical contacts of a sexual nature that affect an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment. Workplace harassment erodes employees' respect for and confidence in the Department, thus inhibiting full contribution to our mission. The Department upholds a zero tolerance policy regarding both discriminatory and sexual harassment. All allegations of harassment will be promptly investigated and addressed, and the Department will take immediate action to halt unwelcome behavior should it find that harassment has occurred.

All individuals within the Department are responsible for adhering to this policy. Managers and supervisors are responsible for creating and maintaining a workplace free of harassment, reporting any allegations of harassment that arise under their leadership, and participating in the process to resolve allegations of harassment. Leadership will be held accountable for the standard it sets for the workforce. Employees will be subject to disciplinary or other employment action should they be found to have engaged in discriminatory or sexual harassment. Everyone in our community must strive to set an example for others through their personal conduct.

We must create a model workplace by preventing and eliminating discriminatory and sexual harassment. In doing so, we can help ensure that each employee gives their best efforts in support of the success of the Department of State and its critical global mission.

*Hillary Rodham Clinton*



# 'It Was Just a Joke': Understanding Harassment in the Workplace

"You're overreacting." "Can't you take a joke?" "It's a compliment." "You're too sensitive." "I didn't mean anything by it."

You have probably heard one of these responses after you have been told or overheard an inappropriate remark or joke. Or perhaps you have been the recipient of unwelcome offensive conduct or

physical contact. Sometimes people think that, after making such a comment or engaging in such behavior, providing a caveat like "just kidding" makes it okay and all is forgiven. The offender wants you to think that you are the problem, not his or her inappropriate behavior.

So, should you say something to the offender? Do you report it to management and/or report it to the Office of Civil Rights? And, finally, do any of the answers to the above questions change if you are a manager, or if the offender is a manager, supervisor or senior officer?

It is important to understand the definition of harassment. As outlined in 3 FAM 1525 (Sexual Harassment Policy) and 3 FAM 1526 (Discriminatory Harassment Policy), harassment in the workplace may include unwelcome verbal or physical conduct based on sex, race, color, national origin, religion, sexual orientation, disability, age and reprisal that explicitly or implicitly affects an employee's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

Not all inappropriate behavior rises to the level of harassment. The behavior must be severe, pervasive or result in a change of employment status to be considered harassment. The anti-discrimination statutes are not a general civility code. Being rude, ungraceful or inept is not in and of itself harassment, as defined by the law.

It is one thing to read the policies and intellectually understand harassment and something else to actually understand their practical application in the workplace.

As Secretary of State Hillary Clinton stated in her Statement on Discriminatory and Sexual Harassment, "Discriminatory and sexual

harassment erode the morale and the integrity of our workplace, and undermine the activities of the Department." This means that everyone must lead by his or her own personal conduct. Prevention is the best tool to eliminate harassment in the workplace.

Leadership will also be held accountable for the standard it sets

for the workplace. For leaders, tolerating harassment in your presence or refusing to chastise a trusted subordinate who has crossed the line is setting a standard. Managers are the front line when it comes to preventing harassment, and you do not want a workplace culture that allows any form of harassment. Pursuant to 3 FAM 1525 and 3 FAM 1526, managers are responsible for reporting allegations of harassment to the Office of Civil Rights, which is responsible for investigating or overseeing investigations of alleged harassment. Leaders must take every complaint of harassment seriously. Do not try to cover up or assume that allegations will go away in a few days or weeks. You are responsible for taking action in response to what transpires in your workplace, including following Department procedures for reporting such conduct.

Any employee who experiences harassment should follow the procedures set forth in 3 FAM 1525 and 3 FAM 1526. If you feel comfortable, tell the offender to stop the unwelcome conduct. If you do not feel comfortable communicating with the offender, you have multiple avenues for reporting allegations of harassment.

It is important to report the behavior as soon as possible. Reporting the problem may be uncomfortable, but living with the behavior is likely to be worse. ■



*John M. Robinson*  
John M. Robinson  
Office of Civil Rights



# Stating Their Case

## Giving fair launches 2009 Combined Federal Campaign

/// By Ed Warner

A wide-ranging group of almost 20 charities nearly filled the Harry S Truman Building's Exhibit Hall in October for the "giving fair" that launched the Department's 2009 Combined Federal Campaign.

The annual campaign raises donations from federal employees for more than 4,000 nonprofit organizations, including schools and charitable groups, which each have a unique number in the CFC's 2009 Catalog of Caring, available at [www.cfcnc.org](http://www.cfcnc.org). Employees can give to one or several of the nonprofits by means of a lump-sum donation or a payroll deduction.

The campaign runs through mid-December, and employees will be approached shortly by volunteers who will have the catalog and pledge forms. In the 2008 campaign, the Department raised \$2.195 million, with more than 3,711 donors participating.

Many CFC charities, such as the American Red Cross and Sierra Club Foundation, are widely recognized, but the charities that were staffing tables at the Exhibit Hall fair were typically less well-known.

Some were small enough that their tables were staffed by their organization's very founder. That was the case with the Academic Empowerment Foundation, Inc. (CFC #91829), founded 20 years ago by Andrew E. Edwards after spending 20 years in the military and 20 years as a bus driver.



Michelle Quarles gives some information about the Institute for Black Charities to Gwendolyn Wilson.

His foundation provides tutoring for the Scholastic Aptitude Test and other financial assistance aimed at helping lower-income high school students in the Washington, D.C., area get into college.

Two groups focusing on public safety had displays. One, the Alliance for Consumer Education (CFC #12104), works to fight the spread of infectious diseases in homes and to prevent the inhalation of substances such as computer keyboard cleaner by youths seeking to get high. Some young people fill plastic bags with the gases in spray products such as whipped cream or keyboard dust

remover—the slang term is “dusting”—and inhale them, damaging their bodies and risking addiction, said Alliance intern Alyssa Jones. As many as 1,400 products can be abused in this way, she said.

The other safety-oriented nonprofit was the Home Safety Council (CFC #48169), which educates the public to prevent home injuries, burns or suffocation. For instance, if a home's water heater is set to 140 degrees, a child in a bathtub who mistakenly turns the hot tap fully on can receive third-degree burns, said the group's development officer, Jon D. Lyles. The group advises setting water





**Left:** Academic Empowerment Foundation Founder Andrew Edwards provides information to Department employee Margaret Dequir. **Below:** Amy Carlon staffs the child-decorated table sponsored by Diplotots (CFC #49959), the Department's child care center. Carlon is a member of the Diplotots board.



**Above:** Employee Elizabeth Orlando speaks with Aaron Knight of the Legal Counsel for the Elderly (CFC #31866), which is affiliated with the American Association of Retired Persons. **Below:** Lori Dec, of the American Foreign Service Association Scholarship Fund (CFC #11759), chats with Philip Barth. Two of Barth's children received association scholarships.



heaters no higher than 120 degrees.

The group said a \$50 donation can help a firefighter receive Web-based safety training, and \$100 can provide disaster preparedness kits to 10 at-risk families.

Two ethnic-oriented nonprofits at the fair were the National Italian American Foundation and the Institute for Black Charities, an umbrella group (CFC #26261) representing 28 charities in areas ranging from mentoring to environmentalism. Some of the group's charities offer scholarships. Others assist victims of disasters. One lent aid to victims of Hurricane Katrina, for instance.

The National Italian American Foundation (CFC

#12280) sponsors Italian-American students who have never traveled to Italy, allowing them to study and discover their roots there. It also brings Italian youths to the United States. The group's development associate, Rachel Salerno, said the latter service has been especially important in the wake of the



earthquake that hit L'Aquila this year and left 40,000 people living in tents, with many buildings, including those at the university, destroyed. The group has brought 32 Italian students to study in the United States with plans for more, she said.

Also at the fair were several environmental groups, an Alexandria homeless shelter, the D.C. Coalition Against Domestic Violence (CFC #45958) and a charity, the Dwayne S. Brown Foundation Inc. (CFC #26716), that serves D.C. area families and people affected by AIDS.

The lunch-hour charity fair featured several raffles, including one for a dinner for two at a local restaurant and another for a chance to spend a day experiencing several fun aspects of the Bureau of Diplomatic Security. ■

*The author is deputy editor of State Magazine.*



# Digital Diplomacy

**IIP engages new audiences with social media** /// *John Matel and William May*

Social media are, above all, social. The increasing popularity of Facebook, Twitter, Short Message Service and podcasts gives public diplomacy practitioners unprecedented direct access to publics, opens doors to new overseas audiences and gives us the chance to engage people around the world in new ways. It is an opportunity and a challenge to pick the right tools.

The Department has more than 130 official Facebook pages, more than a dozen feeds on the Flickr photo-sharing Web site, nearly 40 Twitter accounts and a growing list of blogs. The Bureau of International Information Programs is taking the lead in employing these tools for international engagement, using cutting-edge technologies to reach people, remembering always that the medium—the technology—is not the message. We try to match the technology to the audience and the message.

At IIP we have found that using social media effectively often requires risk-taking, creativity and a willingness to be on the cutting edge of these technologies. Fortunately, the Department's leadership is firmly committed to seeking out and implementing these new approaches that expand our ability to engage in exchanges with foreign publics. As Under Secretary for Public Diplomacy and Public Affairs Judith McHale said recently, "[In] the right circumstances, the use of new media could be smart power

at its best, as when employed in dialogue with wired constituencies."

## Global Outreach

An important aspect of the new technologies is the ability and the need to be where the customers are. IIP's Digital Outreach Team connects with online users in Arabic, Persian, Urdu and Chinese, inserting the U.S. government's voice into conversations on prominent blogs and forums and engaging an often skeptical audience on their own ground. The Iranian government has labeled the team "dangerous and subversive" for its online discussions of the need for greater openness, the economic costs of Iran's hard liner attitude and Iran's pursuit of nuclear capability. In fact, the team has engaged in a back-and-forth online dialogue in Persian with President Mahmoud Ahmadinejad's media advisor. IIP's blogging team gives Iranians an unfiltered look at a U.S. perspective on issues such as their nuclear programs and human rights.

"The blogging team's willingness to address hard issues in an open and transparent way mitigates rancor and helps get our messages heard, copied and amplified," said IIP Coordinator Jeremy Curtin.

IIP is also developing powerful new media tools for digital diplomats to allow them virtual personal contact with people worldwide. The bureau has turned Adobe

Connect business conferencing software into a multimedia-platform outreach tool that allows U.S. diplomats to cheaply and easily engage with publics via the Internet over high- and low-speed networks. Dubbed "Co.Nx" (<http://co-nx.state.gov>), this tool integrates video, audio and print into a flexible platform that can carry the Secretary of State's town hall meetings in Brussels to thousands of participants in Europe or, at slower speeds, transmit small interactive programs in Africa and Afghanistan.

## New Meets Traditional

Working closely with the White House new media team, IIP developed the first worldwide mobile Short Message Service-based event, which was used to engage audiences around the world to discuss the President's speeches in Cairo and Ghana. In Africa, where mobile phones are common but few have access to the Internet, the White House and IIP married Short Message Service with traditional radio broadcasts. People across Africa and around the world texted more than 17,000 questions and 50,000 instant messages to the White House in three languages. President Obama produced a podcast that answered some of the Africans' questions, and public diplomacy officers in Africa then took the podcast to radio stations, which broadcast it locally.

PHOTOGRAPHS: BUREAU OF INTERNATIONAL INFORMATION PROGRAMS







# U.S. Department of

Mark Betka concentrates on a Co.Nx online chat incorporating audio and video. **Bottom:** Lovisa Williams, left, and Denise Pernia work on a short message service campaign.



In another social media effort, IIP launched the “Democracy Video Challenge,” which attracted more than 900 video entries on YouTube (*State Magazine*, September 2009.). A second round of the contest began in September.

IIP’s Office of Innovative Engagement, in collaboration with eDiplomacy, has launched the Social Media Hub ([www.intelink.gov/communities/state/smp](http://www.intelink.gov/communities/state/smp)), which contains user manuals for Facebook, Twitter and blogging. It also has best practices, an “Ask the Expert” section and news about training opportunities. This gives the posts overseas the encouragement and information they need to work effectively with new media. It also provides a platform to share their experiences with Washington and with each other so

that the innovation, imagination, intelligence and specific knowledge of our colleagues around the world can be shared and engaged.

By using these new social media tools along with more traditional media and outreach, IIP is enhancing its ability to tailor and target public diplomacy messages to specific audiences. Even as it explores the frontiers of new media, IIP is keeping an eye firmly fixed on the fundamental social aspect of public diplomacy. At the end of the day, the bureau is still in the business of relating to and engaging with people.

The new technologies simply make doing that easier—and better. ■

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*John Matel is director of the IIP Office of Policy, and William May is director of the IIP Office of Innovative Engagement.*



Blogger™





# Crisis Coordination

Department plays key role in national exercise // *Patrick R. Hayes*

**T**his summer, the State Department and other federal agencies participated in a National Level Exercise, an annual drill that this year involved a scenario in which terrorists were attempting to destroy and disrupt U.S. and Mexico energy-sector facilities—offshore oil rigs, ports, pipelines, refineries and dams—in the Gulf of Mexico.

The drill was part of the National Exercise Program, which requires all federal agencies responsible for preventing, preparing for and responding to significant threats to the United States to periodically test their roles in a domestic crisis. State, local and tribal governments participate, as do foreign governments—hence the Department of State role as those governments' liaison.

PHOTOGRAPH: GOVERNMENT OF MEXICO





Mexico brought 13 federal agencies together in a special command post for the National Level Exercise.

exercise that did not start with participants responding to a disaster. This exercise required detection, interdiction and prevention. Participants had to obtain intelligence about the adversary's plans, capabilities and movements, and coordinate to locate and apprehend the "terrorists" before they could attack. Another first was the creation of a "red cell" of players who acted as terrorist planners and could change their plans as they learned of moves by exercise players.

Finally, this was the first such exercise in which a U.S. president actively participated, holding a cabinet meeting on the drill's fourth day to take stock and determine the way forward.

The State Department's role involved an exercise task force established in the Operations Center's crisis management area in the Harry S Truman Building. Also involved were emergency action teams at U.S. embassies in Canberra, Ottawa, Mexico City and London.

The exercise team in the United Kingdom operated from the Cabinet Office Briefing Room, the British equivalent of the White House Situation Room. Canada's team operated out of several locations, and Australia's team was in its Department of Foreign Affairs and Trade. Mexico set up a major multi-agency task force and communications hub in the central facilities of its National Authority, bringing together 13 key Mexican law enforcement, security and infrastructure agencies.

## Mexico Key

Early on, the Mexican government understood that its participation would be critical since the scenario called for terrorists to move through the Caribbean, Central America and Mexico to enter the United States. Mexico therefore invested significant resources and was able to identify, interpret, share and act on intelligence—a key to success. During the exercise, much information came from or was passed to Mexico for action. This meant that a number of U.S. agencies exchanged information, much of it classified, with multiple Mexican agencies in real time.

Planners worried such sharing would get bogged down in the interagency coordination processes. However, within the Mexican government and the U.S. Embassy in Mexico City, task force leaders decided early to expedite information sharing and provide joint

analysis within the real-world rules for handling classified information. They had to figure out what was happening as the exercise progressed. The information-sharing methods used were successful—the "terrorists" did not achieve their goals.

"Although National Level Exercises are primarily domestic-oriented, the Department's experience in this one demonstrates that major domestic threats can have significant international components, and the tools of foreign relations are critical to the protection of U.S. interests," said Gail Robertson, Acting Deputy Coordinator for Counterterrorism and the official who coordinated the exercise's task force. ■

*The author is a contractor working for the Coordinator for Counterterrorism.*

Although the Federal Emergency Management Agency is the chief agency for planning and managing these exercises, all participants engage in agency-specific logistics, participant training and the exercise itself. Each exercise typically takes about a year to plan.

## State Coordinates

The Department of State's role is to coordinate the participation of foreign partners and ensure that they and their goals for the exercise are incorporated into interagency planning. For the latest exercise, in addition to first-time participant Mexico, nations participating—Australia, Canada and the United Kingdom—boasted prior exercise experience. Mexico presented a challenge in that it does not use English as an official language.

The latest national exercise was the first full-scale cabinet-level



# Sprouting Ideas

## Council implements Greening Diplomacy Initiative // By Alice R. Chu

Secretary of State Hillary Clinton's Greening Diplomacy Initiative entered a new phase Aug. 11 when 27 senior-level Greening Council representatives from across the Department participated in the inaugural Greening Council meeting at the Harry S Truman building. Chaired by Under Secretary for Management Patrick Kennedy, the meeting provided Department principals a forum to discuss how each bureau can help realize the Secretary's vision of incorporating greening and sustainability into the Department's policies, management and public diplomacy efforts.

Kennedy noted in his opening remarks that the Greening Diplomacy Initiative is truly a Department-wide program. He credited the initiative for breaking down traditional organizational and functional boundaries to "bring together a diverse group of stakeholders focused on working together to achieve a shared outcome."

Following the meeting, Under Secretary Kennedy met with the Greening Council Working Group, which included 44 participants from all bureaus, to discuss ways to reach the initiative's objectives. He committed attendees to drafting the Department's strategic sustainability plan for discussion at the next Greening Council meeting this month.

### Pledging Improvement

Secretary Clinton launched the Greening Diplomacy Initiative on Earth Day, April 22, by declaring that the initiative is "a pledge

that we will take to improve the environmental impact of our operations here and abroad." The initiative's key objectives are:

- Develop and implement strategies that reduce the Department's environmental footprint.
- Empower employees to contribute to and participate in greening efforts.
- Leverage best practices and monitor the progress of ongoing Department greening activities.
- Connect the management of the Department with diplomacy and development efforts.

The council sets priorities and directs the Greening Council Working Group, which consists of bureau-selected representatives. These working-level representatives offer technical expertise, sustain Departmental interest in greening and sustainability, share best practices and organize events such as Earth Day and America Recycles Day.

During the kickoff meeting, participants shared how their offices and overseas posts have taken steps to make their buildings and offices more environmentally friendly. Bureau of European Affairs Public Diplomacy Officer Shai Korman demonstrated with visual aids the greening practices that offices and employees could easily adopt. The techniques ranged from designating a weekly "green officer" to turning off computer monitors and printers when not in use and setting printers for double-sided printing.

Under Secretary Kennedy, meanwhile, spoke about the Department's recent greening achievements. In July, the Department initiated a Bike Program that encourages employees to borrow its loaner bicycles to commute between buildings for meetings.

In August, the Harry S Truman building's cafeteria phased out the last of its Styrofoam supplies, replacing them with biodegradable items. This past summer, the bureaus of Educational and Cultural Affairs and International Informational Programs moved into the American Pharmacists Association Building, which is designed to be 25 percent more energy efficient than a standard building.

### Bureaus' Efforts

The acting director of the Bureau of Overseas Buildings Operations, Adam Namm, told the meeting that all new embassy and chancery buildings must be certified as having met the Leadership in Energy and Environmental Design standard. The bureau also is overseeing projects in Mexico, Sweden, Japan and Chile that use energy-saving performance contracts. Bureau of Administration Acting Assistant Secretary Steve Rodriguez said the Department is recycling or reusing more than 75 percent of all construction and demolition waste, and its fleet management programs now include 150 alternative fuel vehicles, including several hybrids.

Chief Information Officer Susan Swart said the Bureau of Information Resource Management requires all new equipment to be Energy Star certified. The bureau aims to reduce energy usage by consolidating its seven domestic network servers into one and reducing its overseas network servers from eight to one.

Several bureaus and overseas posts have established "green teams" to promote green practices. A Department-wide "green community" (<http://green.state.gov>) with domestic and overseas members has grown steadily in membership, as well.





**Above:** Assistant Secretary for International Organization Affairs Esther Brimmer signs the Greening Council mission statement. **Right:** Samuel Korman, press and public diplomacy officer in the Bureau of European and Eurasian Affairs, decorates his bureau's "Going Green" poster.

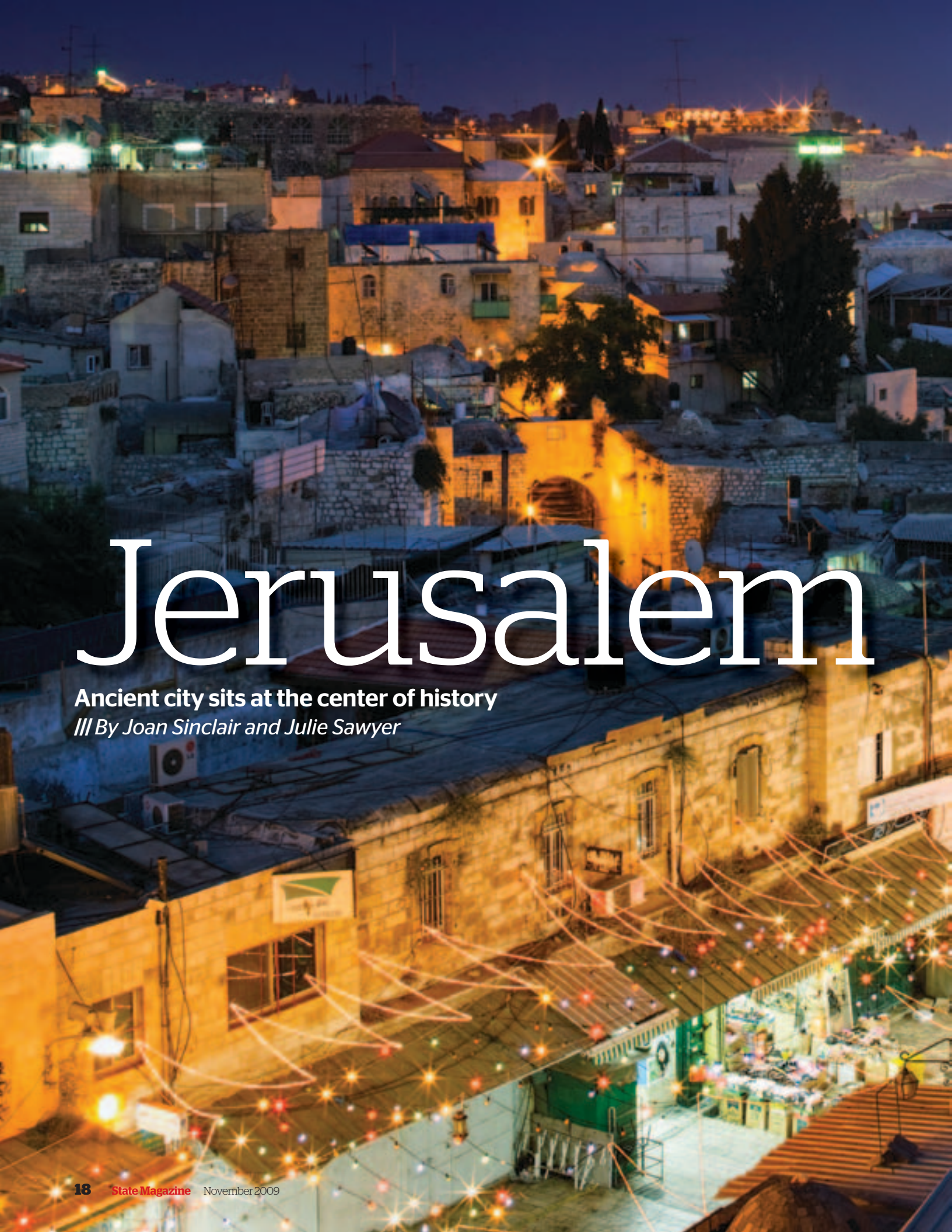
The Greening Council Working Group encourages employees to take such steps as:

- Visiting the Greening Diplomacy Initiative's Sharepoint site (<http://m.state.sbu/sites/pri/GDI>) for more information, including notes from the first Greening Council meeting and a list of Greening Council Working Group members.
- Reaching out to Greening Council Working Group members to learn how to get involved.
- Engaging in green activities at work, such as recycling and turning off lights and unused equipment.
- Submitting green suggestions to the Secretary's Sounding Board (<http://soundingboard.state.gov>) by tagging them with the word "green." ■

*The author is a public outreach officer in the Bureau of Oceans and International Environmental and Scientific Affairs.*







# Jerusalem

**Ancient city sits at the center of history**

*/// By Joan Sinclair and Julie Sawyer*





The view from Damascus Gate across the Muslim Quarter toward the Dome of the Rock is spectacular at night.



As the U.S. government's representation to the Palestinian Authority, the U.S. Consulate General in Jerusalem is a rarity in the State Department—a consulate that feels like an embassy and reports directly to Washington. The consulate plays a key role in the intense, ongoing effort to promote a lasting, peaceful resolution to the Israeli-Palestinian conflict by providing political, economic and security support to the Palestinian Authority while overseeing U.S. efforts and looking after the 120,000 American citizens in Jerusalem, the West Bank and Gaza.

A constant stream of high-level visitors underscores the intense interest of Washington policymakers in the consulate's work—done in close cooperation with the U.S. Embassy in Tel Aviv, just an hour away.

The original consular office was established in the Old City of Jerusalem in 1844, just inside the famed Jaffa Gate. The consulate moved to its current quarters in central Jerusalem in 1912 and recently took over a 19th-century monastery, as well.

Living in Jerusalem provides a diversity of experiences amid some of the most revered—and contentious—landscape in the world. The 400 consulate employees, including 90 Americans, live in East and West Jerusalem and work in both Jerusalem and the West Bank.

Given the ornate religious tapestry of Jerusalem, it is no surprise that the consulate's Locally Employed Staff is comprised of people of many faiths and backgrounds. They work side by side and take pride in the example they set. When the outgoing consul general bid farewell to the general services office staff in August 2009, one warehouseman raised his hand and said, "Tell the politicians to come to the GSO warehouse, and we can show them what peace in the Middle East looks like."

## Holy Sites

Jerusalem figures prominently in the beliefs of Judaism, Christianity and Islam, and is home to some of the most significant religious sites of these faiths. Many are located among the narrow streets and alleyways of the one square mile of the walled Old City.

Jews gather for prayer and meditation at the Western Wall or Kotel, the most accessible remnant of the Second Holy Temple built by Herod the Great in 19 BCE and destroyed by the Roman army in 70 CE. This site is considered the holiest in Judaism. Visitors often place slips of paper containing their prayers in the wall's cracks.

Christians gather at the Church of the Holy Sepulchre, considered to have been built on the site of Christ's crucifixion, burial and resurrection. The church is jointly administered by the Greek, Armenian and Roman denominations. To preserve harmony among the Christian groups, for several hundred years two Muslim families have been entrusted with the keys to the front door of the church. One family unlocks it in the morning, and the other closes up at night.

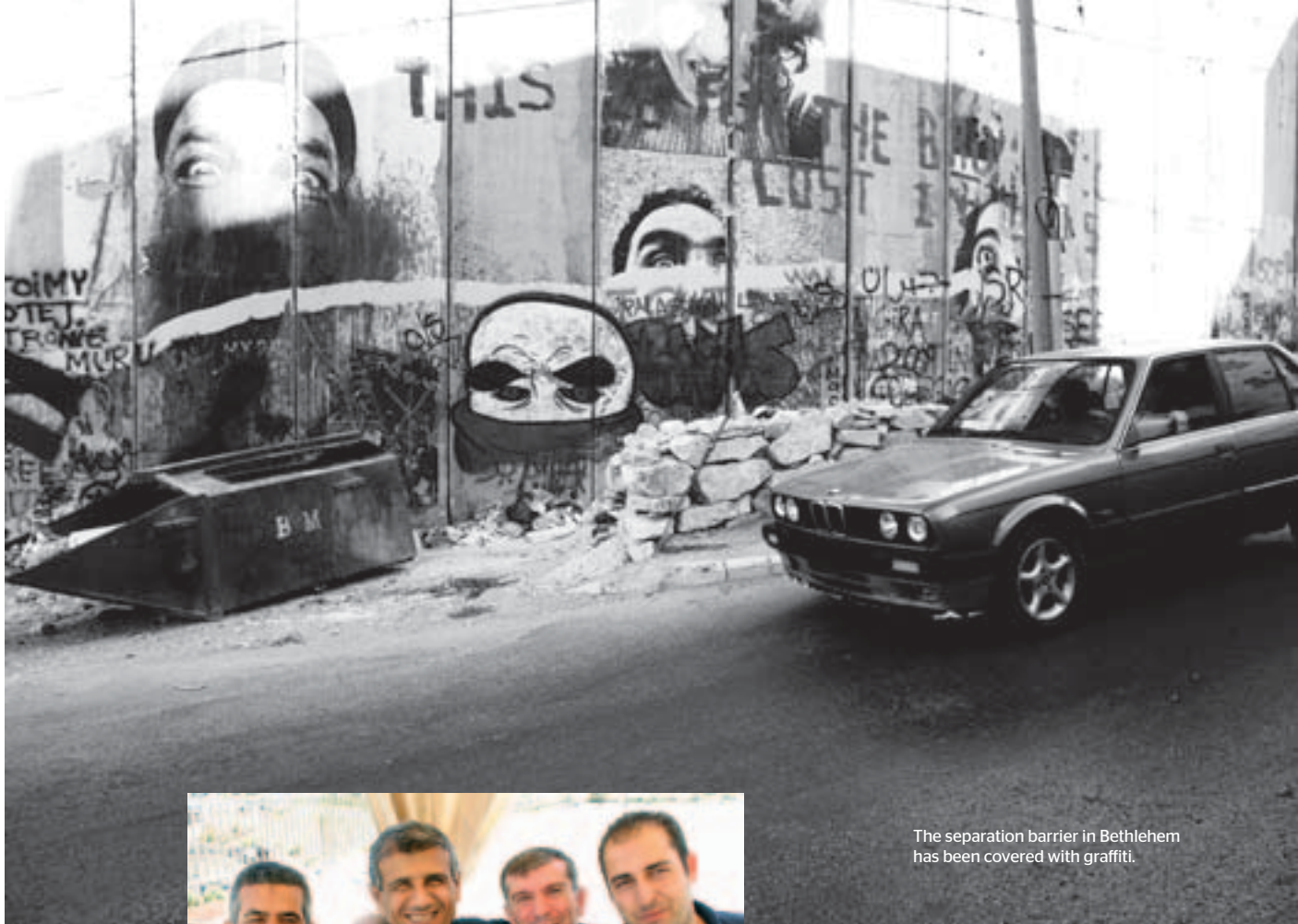
Jerusalem is also the site of Masjid al-Aqsa, widely considered Islam's third holiest site. Along with the Dome of the Rock, al-Aqsa Mosque forms part of the Haram ash-Sharif, or "Noble Sanctuary." Muslims believe the prophet Muhammad was transported from the Ka'aba in Mecca to al-Aqsa in Jerusalem and then onward to heaven.

Visitors from around the world flock to these sites every year to celebrate religious holidays, experience journeys of personal significance and explore the intertwined political and religious history of this remarkable city.

U.S.-trained Palestinian Security Forces stand guard in Bethlehem to protect President George W. Bush and Secretary of State Condoleezza Rice during their January 2008 visit to Israel and the Palestinian territories.







The separation barrier in Bethlehem has been covered with graffiti.



**Above:** Locally Employed Staff members, from left, Ibrahim Abu Daamous, Peri Calaf, Robert Rafidi and Bassam Tams are part of the general services office maintenance team. They exemplify how Muslims, Christians and Jews work together in harmony.

**Left:** A Palestinian man in the Muslim quarter of Jerusalem's Old City passes the time with his water pipe. **Below:** Eastern Orthodox men pray at Jerusalem's Church of the Holy Sepulcher, one of Christianity's holiest places of worship.



## Engaging Palestinians

Living and working at Consulate General Jerusalem brings a mixture of rewards and challenges. It often means living in one city while conducting most daily business in another. Consulate officers travel routinely to the West Bank, to the seat of the Palestinian Authority government in Ramallah and to the vibrant and historic cities of Nablus, Hebron and Bethlehem.

In addition to maintaining relationships with the governmental, academic and intellectual leadership, consulate officers promote U.S.-Palestinian relations through exchanges and educational and cultural programming. In recent months, the consulate has sponsored the visits to the West Bank and East Jerusalem of American dance troupes, lecturers and music groups. The consulate has also sponsored a Palestinian youth orchestra, summer camps, academic conferences and environmental programs.

Since 2003, Americans working at the consulate general have not entered Gaza for security reasons. As a result, providing services to Gaza's residents—Palestinian and American—presents additional challenges. One way in which the consulate reaches Gazan audiences is by producing plays with schools affiliated with the United Nations Relief and Works Agency for Palestine Refugees in the Near East.





Women pray at the Western Wall of the second temple of King David, one of the holiest Jewish places in the world for prayer and meditation. **Left:** White clouds loom over the Giv'at Ze'ev settlement in the West Bank.



The plays deal with themes of nonviolence and peaceful expression. The post also connects American speakers and music groups with earnest young Gazans by digital videoconference and brings Gazans to the United States for exchange programs. At a time when Gaza desperately needs new political leadership and hope, consulate programming for Gaza's 1.4 million people provides an important link to the outside world.

## Security and Prosperity

The consulate also supports the efforts of the Palestinian Authority to improve security throughout the West Bank and build the institutions of a modern, secure and prosperous Palestinian state. The past years have seen remarkable improvements. As a result, Palestinian businesses are opening new branches throughout the West Bank, while the security improvements now allow consulate officers greater flexibility in traveling to the West Bank. Consulate personnel can now visit Jericho—one of the oldest continuously inhabited cities in the world—in private vehicles. There, they can ride horses at the Jericho Equestrian Club, take a cable car up the Mount of Temptation for lunch near the ancient monastery or relax by the pool at the InterContinental Hotel throughout the winter months.

Consulate officers work closely with their U.S. Agency for International Development colleagues to provide humanitarian, economic and development assistance to Palestinians in the West Bank and Gaza. The United States is the largest bilateral donor to the Palestinians, and consulate officers can participate in programs with talented Palestinian entrepreneurs and professionals throughout the West Bank. Working with the U.S. Commercial Service, consulate officers travel the West Bank to advocate for U.S. businesses, promote

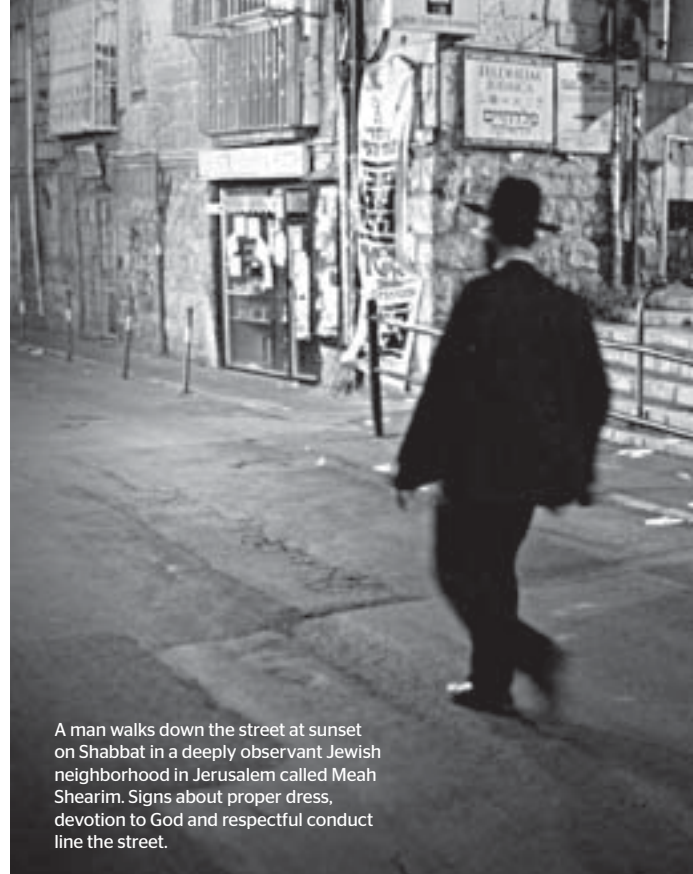




**Top:** Economic Officer Christy Agor learns about the history of Al Aqsa mosque from a local expert. **Above:** The Dome of the Rock, located on the Temple Mount, is a holy site for Muslims, Jews and Christians. **Left:** New Consul General Daniel Rubinstein meets contacts at an iftar.

bilateral economic relations and encourage Palestinian private-sector development. In many cases, this requires consulate officers to travel the length of the West Bank, visiting stone quarries outside Hebron, the agricultural fields of the Jordan Valley and some of the important tourism sites in the Holy Land.

The consulate's efforts to make a difference in the lives of Palestinians are not limited just to the Mission's officers or to work hours. Family members are also deeply involved in outreach activities, ranging from working with children at an orphanage in Bethlehem to hosting iftars for students in the Old City or picking olives from trees on the Mount of Olives to benefit a local hospital.



A man walks down the street at sunset on Shabbat in a deeply observant Jewish neighborhood in Jerusalem called Meah Shearim. Signs about proper dress, devotion to God and respectful conduct line the street.

## The Center of History

Jerusalem rolls over its ancient hills, from the Mount of Olives to the Haram ash-Sharif/Temple Mount to the upscale Mamilla Mall to the lookout on Mount Scopus with its view of the Dead Sea. At night, Jews proceed to the Old City to pray at the Western Wall, while imams call the Muslim faithful to prayer and church bells ring in the distance.

Everything in Jerusalem is steeped in religious and political significance, and reflects the literal and figurative divide between the city's two halves. Even the ubiquitous cucumber and tomato salad is either an "Arabic salad" or an "Israeli salad," depending on whether the restaurant is in East or West Jerusalem. Shopping can be as familiar as the local grocery store, or as exotic and rewarding as the Mahane Yehuda market, with its fresh fruits, vegetables, delicious pastries, and local cheeses. Restaurants range from justly famous falafel stands in the Old City to upscale tasting menus in the center city and the endless salads and grilled meat of Pasha's in East Jerusalem.

Daily life in Jerusalem reflects this multitude of contrasts, and every move can seem to have personal, political, religious and historical dimensions. Does one greet the local grocer with salaam, shalom or hello? These mundane yet essential questions, combined with a strong sense of urgency regarding the need for a political solution to the conflict, ensure that a tour here is never dull. Working in Jerusalem is a way to be part of history in the making, laying the foundations for a two-state solution and a peaceful future for all the peoples of the region. ■

*Joan Sinclair is headed to Montreal to serve as a consular officer. Julie Sawyer is the Kuwait desk officer in the Bureau of Near Eastern Affairs.*



Summer hire Meade Stone smiles with her students.

# Gainful Employment

Embassy summer hires help Eritreans learn English /// *By Julie McClanahan*

In its second year, the U.S. Embassy in Asmara's summer English and Art program grew this summer from 30 Eritrean children to more than 230. This year's program also included art instruction in order to diversify and strengthen the quality of the program.

Each summer, U.S. embassies worldwide seek meaningful work for young embassy dependents under the overseas Summer Hire Program. The work provides money and valuable experience, including skills that will serve well for future résumé building and college applications.

For summer 2009, the U.S. Embassy in Asmara wanted to challenge summer hires to do more than the typical administrative tasks. By teaching English to local children, they would develop work-related skills, provide a useful service to the Eritrean community and support the mission's outreach goals.

## Teaching English

The embassy's four summer-hire employees, in partnership with the post's public diplomacy section, led a six-week English and art enrichment program that featured more than 230 Eritrean children from grades three to six. Participants came from diverse backgrounds, representing 12 schools in Asmara, including Arabic schools. In addition to learning new vocabulary, listening skills and speaking and pronunciation techniques, they received lectures

on American history and culture. The children also experimented with various art techniques and styles.

In 2008, one summer hire taught English to 30 children two days a week. The embassy was therefore thrilled that four enthusiastic summer hires wanted to teach for summer 2009. Handwritten posters at the American Center and the Information Resource Center attracted several hundred children. All children who registered and brought proof of age by the announced deadline were accepted into the program. Although this meant more work for the summer hires, they were adamant that every child who registered be accepted. Eight classes, taught one immediately after another, were required to accommodate all 230 children. Summer hires researched and developed lesson plans and collaborated on teaching methods and strategies. Two summer hires also participated in the Foreign Service Institute's English teaching seminar in preparation for their teaching positions.

Embassy Asmara's public diplomacy section prepared by brainstorming program ideas, drafting a program outline, ordering art supplies and English teaching manuals and finding a location for large groups of children. The section also provided translation support in the classroom and served as teaching assistants and cultural liaisons.

At the beginning of the summer, staff of the Information Resource Center provided much-needed Tigrinya language translation assistance. They also assisted with registration and spent hours contacting students and parents by phone to relay information.





Celebrating the end of the summer program are, from left, Owen McMullen, Emma Stone, Wyatt McMullen and Meade Stone. **Below:** Meade Stone awards books to her star pupils.



### Minimal Cost

The program's cost was minimal relative to its public diplomacy impact. Costs were kept down by using Information Resource Center employees and free Internet resources and by ordering art and teaching supplies in advance.

Children from all areas of Asmara were represented. Community leaders praised the quality of the program and enthusiasm of the instructors.

"I was so proud of the students and what they had accomplished during our time together and how much more confident they had become," said Meade Stone, age 16. "The opportunity that my three fellow teachers and I had to make a difference in these 230 children's lives meant so much. I was very proud to be a part of it."

The embassy is committed to improving relations, cultural exchanges and communications with the Eritrean people. The latest summer-hire program succeeded through the dedication of the teachers, support of the mission and enthusiasm of the students and their parents.

"I want to thank you for all that you have done for my daughter," said one student's father. "You have inspired her so much and she has learned so much from you." ■

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*The author is a supervisory public affairs specialist who supervised the summer program and was instrumental in its design and creation.*



# One In a Million

**Employees complete virtual  
“Walk to Baghdad”**

*/// By Vincent Raimondi*

The U.S. Embassy in Amman, Jordan, takes fitness seriously. It has a gym, pool, tennis courts, weekly running clubs and basketball and bowling teams. The post’s weekly newsletter has articles on proper eating habits and what foods to avoid. Amman hosted an international marathon, and the post encouraged employees and family members to participate.

Recently, the embassy took its fitness effort a step further, organizing a virtual “Walk to Baghdad” in which 142 employees used the mileage accumulated on pedometers to make a virtual journey to the U.S. Embassy in Baghdad. The activity, sponsored by Amman’s Iraq Support Unit, provided each employee with a pedometer that recorded his or her daily steps, which were converted to miles at a rate of 2,000 steps per mile.

The embassy in Baghdad was one million steps, or 500 miles, away. The route featured 10 milestone “stops”—historical or interesting sights one might encounter on an actual trip. The milestones included a town that was a stopover for Imperial Airways flights in the days of biplanes, a castle built by the Romans in the 3rd century and an oasis in the middle of the eastern Jordanian desert.

On Aug. 27, after four months, the walk ended as 12 participants crossed the finish line. Each received a certificate signed by Ambassador Robert Beecroft and Vincent Raimondi, director of the Iraq Support Unit in Amman. They also received a commemorative T-shirt and coffee mug from the event, which will occur again next year. ■

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*The author is director of the Iraq Support Unit at the U.S. Embassy in Amman, Jordan.*











# Smart Money

**Office brings coherence to development finance** /// *By Rachel Leatham*

One of Secretary of State Hillary Clinton's highest priorities is elevating the importance of development policy, the third "D" in the foreign policy triad of diplomacy, defense and development. The Office of Development Finance in the Bureau of Economic, Energy and Business Affairs plays a key role in promoting that vision.

Engaging daily with every regional bureau, most functional bureaus and at least six other U.S. agencies, the office works to ensure that U.S. development policy highlights the importance of trade, investment and the private sector in promoting sustainable growth.

The United States is the largest single donor of official development assistance, contributing \$26 billion in 2008. Since it is essential that this assistance be strategically coherent, the office works with nongovernmental organizations and other major aid donors to ensure that U.S. government views on development policy issues reflect the best thinking of the wider development community. With a new Administration in place and a government-wide development policy review underway, the office has contributed policy advice and recommendations to senior Department officials on how U.S. development assistance coordination can be more effective and efficient.

## **Liaison Role**

As the Department's liaison to the Millennium Challenge Corporation, Export-Import Bank and U.S. Trade and Development Agency, the office helps integrate the perspectives of implementing agencies into foreign policy. The office also works closely with the Treasury Department to ensure that Multilateral Development Bank strategies and projects complement U.S. foreign policy priorities, and it provides the Department's economic perspective on development assistance in multilateral development forums such as the United Nations and the Organization for Economic Cooperation and Development. This breadth of coverage gives the office a unique perspective.

The Office of Development Finance has four Civil Service employees and six Foreign Service officers. Five staff members focus on regional areas, one works with the Millennium Challenge Corporation, one deals with the Export-Import Bank and Trade Development Agency and one follows broad development policy discussions in the United Nations, Group of Eight and Organization for Economic Cooperation and Development.



trips to Paris, he conceived and finalized a multilateral agreement enabling the world's major export-credit agencies to finance renewable energy and nuclear power plant construction. This initiative will result in billions of new dollars of available financing for the renewable-energy sector to cover high upfront costs, resulting in less-expensive energy resources over the long term.

In Georgia in 2008, Deputy Director Roland de Marcellus helped assess that nation's needs in the immediate aftermath of the Russian invasion and later participated in a donors conference that raised \$4.5 billion to stabilize the Georgian economy. In March, he participated in a donors conference that raised \$4.4 billion for the Palestinian Authority. In April, I helped support the U.S. delegation at a donors conference for Pakistan that raised \$5.3 billion.

Donor conferences require significant coordination between the Department, U.S. agencies and other countries. As the Department's experts on mobilizing international support

for reconstruction, stabilization and development, the office has either led or provided guidance for U.S. participation in almost all major international donors conferences since 2000.

Besides the donors conference, office staff members attend world economic meetings. For instance, at the Group of Twenty meeting in Pittsburgh in September, Chip Laitinen shepherded the World Bank

president and his delegation through the conference proceedings.

## At Home

Karen Enstrom, the office's MCC liaison, and Justin Underwood support Secretary Clinton in her role as chair of the Board of Directors of the MCC, an independent U.S. agency focused on reducing poverty and sustaining economic growth in low- and middle-income countries. Enstrom coordinates Department policy advice to the Secretary on MCC Board decisions and related actions,

**Clockwise from above:** Julie Nutter is the office director; At the signing of an agreement with the Millennium Challenge Corporation in the Ben Franklin Room, office staff members included, from left, Justin Underwood, Scott Alexander, Roland de Marcellus and Karen Enstrom; From left are financial economists Margo Siemer, who works on Western Hemisphere issues; and Scott Alexander, who works on African issues; program specialist Eun Young Summe; and Dan Swift of the U.S. Agency for International Development, who works on Asian issues; The author, center, meets with Ambassador Curtis Chin, left, and members of a caribou milk cooperative at an Asian Development Bank project in the Philippines.



## On the Road

In the past year, staff traveled for work to cities around the world, including Nairobi, Bali, Bogota, Sharm al-Sheikh, Port-au-Prince, Manila, Tbilisi, Dakar, Istanbul and, closer to home, Pittsburgh.

Kemy Monahan journeyed to Doha, Qatar, to participate in last year's United Nations Conference on Financing for Development. With the Bureau of International Organization Affairs, the office co-led an interagency working group to develop and present the U.S. position for the conference, which reaffirmed international support for economic development and highlighted the importance of good-government policies among recipient nations.

Former staff member Dave Williams' initiative to change the financing terms for energy production frequently took him to the Organization for Economic Cooperation and Development in Paris and its Arrangement on Export Credits. In two years of intense inter-agency and multilateral negotiation involving frequent





and works with the Secretary's staff, Department bureaus and other agencies and the MCC to ensure MCC programs reflect U.S. development priorities and foreign policy mandates.

Another of the office's jobs is to coordinate the U.S. role with the Treasury-led Working Group on Multilateral Assistance, which covers activities of the Multilateral Development Banks. The United States, as an influential shareholder in all the banks, seeks to ensure all MDB projects are well managed, transparently run and effective. Four office staff members work with the regional bureaus and Treasury's Multilateral Development Bank Office to ensure U.S. diplomatic posts are aware of the banks' activities and are collaborating with the banks' local offices.

In managing the Department's multilateral development loan review process, the office provides

Intranet access for Department and U.S. Agency for International Development employees to all Multilateral Development Bank project documents, pipelines of assistance and long-term, country-specific assistance plans. Staffer Eun Young Summe keeps the information flowing to that Intranet Web page. The office also has a Diplopedia site that includes the latest development policy papers.

Referring to one of those regional banks, Scott Alexander, who covers development assistance in Africa, said that, "given the volume of documents that the African Development Bank produces and the detailed analysis required for each assessment, input from U.S. diplomatic posts is essential to provide the inside story on the political context and economic realities."

## Institutional Knowledge

The office is also a learning organization, focusing on sharing lessons learned and disseminating development policy information to a wide audience. A Millennium Challenge Corporation "boot camp" each October reviews the corporation's workings with desk officers and others in those countries where the corporation has a compact with the host government. In those nations, U.S. ambassadors are frequently very interested in the success of the corporation's programs.

The office has also launched a two-day training course

at FSI to demystify the Multilateral Development Banks and provide tools to assess the banks' assistance frameworks. The course, for economic officers headed to posts where development assistance is significant, features speakers from the U.S. Treasury, civil society and the Multilateral Development Banks.

Another way in which the office promotes learning is through interagency details. For instance, Margo Siemer and I worked in Treasury's Office of International Affairs for three months, helping address staffing shortages and gaining insight into Treasury's mission. The office has also regularly hosted junior USAID officers for short details before their first postings. Dan Swift is currently in the office before taking up his USAID posting in Rwanda.

In sum, the office "achieves the ideal balance between camaraderie and productivity," said summer intern Zachary Borrenpohl.



**Left:** From left are Financial Economist Karen Enstrom and Foreign Affairs Officer Justin Underwood, who work on the Millennium Challenge Corporation matters; Financial Economist Kemy Monahan, who works on development policy; Financial Economist Chip Laitinen, who works on World Bank and European issues; and intern Omid Harraf. **Below:** Roland de Marcellus, deputy director, stands alongside a display that outlines the office's mission.



## Culture of Inclusivity

The office takes a collaborative approach to its work, which often involves decisionmaking with other U.S. agencies, civil society organizations and other large donor countries. Office Director Julie Nutter has advocated deeper collaboration with other donor countries to build a common understanding of development priorities and consider areas for collaboration.

Bringing the interagency or donor community to agreement on the issues isn't always easy, but Nutter sees the office's coordination role as essential.

"The Department has a huge role in development," Nutter said. "Our officers in headquarters and in the field, particularly in developing countries, can bring a valuable policy perspective to development discussions. The job of our office is to make sure the best ideas and practices make U.S. policy and practices more coherent and effective." ■

*The author is a financial economist in the Office of Development Finance.*

# Bit By the Dragon

**Employee competes  
in international boat  
racing** */// By Ed Warner*



Team USA enters the stadium at the opening ceremony of the 2009 World Games. **Left:** At the Games, American fans cheer Team USA



The colorful heads of the dragon boats lend flair to the race.

Sixteen years ago, Marc Gaynor of the Office of Broadcast Services was with a private company in New York City that was making a documentary on the racing of dragon boats, which look like long canoes with a dragon's head at the bow and its tail at the stern. Based on a 2,000-year-old Chinese design, the dragon boat typically seats 20 paddlers facing forward in pairs plus a drummer at the front to set the cadence and a steersman at the rear.

For a lark, Gaynor asked for a ride.

"I came off the boat and I was thoroughly in love," recalled Gaynor, who provides operational support in television production to the American Embassy Television Network and the Department's Web site. He was also thoroughly soaked. At top speed, a dragon boat can do 20 knots.

The dragon boat bug bit Gaynor so hard it became an obsession. Soon, he was getting up at 3:30 a.m. to drive to Philadelphia for 5:30 practices—and returning to New York at 9:30 to start his work day.

He also got good at it, and that's important since to compete internationally, American dragon boat racers must first win regional and

national races. Only those winning nationally get a chance to try out for the team going to the biannual worldwide championship. Gaynor has medaled seven times at the national level and five times at the world championship. Whether racing or training, he does so on his own time, usually using annual leave.

## Enter the Dragon

This was to have been an off-year for Gaynor, until the organizers of the 2009 World Games decided to include the sport for the first time. The World Games involve 31 sports not in the Olympics, including bowling, softball and billiards, and occur during Olympic off-years. Like the Olympics, they draw a TV audience of millions and broad international participation. This year's 11-day World Games in July in Taiwan drew about 55,000 spectators and approximately 3,200 athletes, 300 from the United States.

Gaynor was on Team USA, the American dragon boat entry. His boat had won at the national level, and then he competed in time trials against nearly 40 other American paddlers in one-man canoes.





**Far left:** The Games' loading dock at Lotus Lake is decorated with competing countries' flags.  
**Left:** Fireworks burst at the Games' opening ceremony.



team disqualified from the latter when it was involved in a three-boat collision. Nonetheless, when the results were totaled, Team USA had placed fifth—even beating Canada, a dominant dragon boat nation.

### Unlikely Racer

Gaynor is an unlikely dragon boat recruit. His sports, he said, had always been chess and judo. Gaynor, however, does have the trim build of an athlete, and standing at more than 6 feet tall, he has the long reach needed for strong paddling.

He also has a competitive bent. As he put it, “What’s the point [of racing] if you can’t beat somebody at it?”

He said his favorite part of the race is the start, when the tension is highest and “I’m in the zone and about to explode.” Races take place on bays and rivers and begin with five boats arranged side by side and 20 feet apart, but all with their bows at the starting line. The race official shouts, “Are you ready?” and then a horn sounds, and “It’s just controlled chaos.”

Paddling at up to 100 strokes per minute, the team keeps one rule in mind: Don’t look at the other boats. Only the drummer, who sets the cadence, and the steersman do this since, were any other paddler to look to the side, they could throw all paddlers off the cadence.

Dragon boat racing began as an international competitive sport in Hong Kong in the 1970s and remains especially popular in Asia, where races occur at early summer festivals.

Though he has been with the Department less than a year, Gaynor said he’d be happy to someday serve overseas. He speaks Thai and Cantonese.

He does not, however, know how to swim. ■

*The author is deputy editor of State Magazine.*

**Clockwise from above:** Team USA members, from left, Jimmy Small, Marc Gaynor and Bill Toole flex some muscle; the team takes its boat for a trial run; team coach Mike Blundetto, left, and Gaynor display the flag prior to the Games’ start.

Like runners, dragon boats usually compete in same-sex and same-age group races. But at the World Games, there were no women’s or masters categories; each nation had just one boat and its crew was to consist of eight women and 12 men.

The dragon boats raced in 200-, 500-, 1,000- and 2,000-meter events, with the U.S.



Once selected, he and the team attended several three-day training sessions and then arrived in Taiwan early for more training. Team USA was expected to finish near the back of the pack since the sport is dominated by teams from Asian and European nations, Gaynor said. But he said there’d be no shame in placing 10th because the World Games’ organizers had restricted the race to the world’s 10 best national dragon boat teams, based on their performance at last year’s championship.







A local man uses a sledgehammer to enlarge a hole in the Berlin Wall.

# One Day in November

Diplomacy Center commemorates fall of Berlin Wall /// By Priscilla Linn

On Nov. 9, 1989, the Berlin Wall, erected by East Germany in 1961 to divide the city, fell without a single shot fired, signaling the end of the Cold War. This month, the U.S. Diplomacy Center launches its celebration of the 20th anniversary of the fall of the Wall by showing diplomats' involvement with the Wall, from its first barbed wire coils to its demise.

The centerpiece of the commemoration is a state-of-the-art exhibition on the center's Web site that uses oral histories from foreign and U.S. diplomats, provided by the Associa-

tion for Diplomatic Studies and Training, to tell the Wall's story. It weaves these histories together with artifacts and memorable images, demonstrating diplomats' behind-the-scenes work during this challenging time.

Other components of the commemoration include a half-day forum this month for students, educators and representatives of nongovernmental organizations at the Department's George C. Marshall Conference Center. The forum's speakers include German Ambassador Klaus Scharioth.

A speakers series will also be held

during the next several months. It will let participants learn firsthand about diplomacy through discussions with diplomats who worked at embassies and consulates in former Soviet Bloc countries.

Details—and eventually videos—of the forum and speakers series, plus a self-guided tour of the exhibition, are on the U.S. Diplomacy Center Web site, <http://diplomacy.state.gov>. ■

*The author is senior curator at the U.S. Diplomacy Center.*

## Timeline: The Berlin Wall

**05.1945**

Germany surrenders; shortly after, Berlin is divided into American, British, French and Soviet sectors.

**05.26.1952**

Soviets close border between East and West Germany.

**08.13.1961**

Wall's construction begins; all crossing points closed for West Berliners.

**06.26.1963**

President John F. Kennedy says "Ich bin ein Berliner."



**06.12.1987**

President Ronald Reagan urges Mikhail Gorbachev to tear down Wall.

**09.10.1989**

Hungarian government opens border for East Germans.



**11.09.1989**  
Berlin Wall is opened.

Source: Dailysoft.com, Cold War Museum



## FSI Automates External Training Requests

The Foreign Service Institute operates the Department's External Training Program, processing enrollments for any training taken by direct-hire Foreign Service and Civil Service employees and Personal Service Contract employees through such external sources as other agencies, colleges, universities and private vendors. Previously, external training applications were made via the paper-based SF-182. Now, FSI has automated the procedure.

This online SF-182 will streamline processes, meet mandatory reporting requirements more easily and provide greater protection of Privacy Act data. It will also allow employees to track their online training requests by visiting the FSI Student Records Web site, <https://fsiapps.fsi.state.gov/fsirecs>.

The online external training application is available on FSI's Web site, accessible through OpenNet, under the heading How to Submit an Application. The Web address is: <http://fsi.state.gov/admin/reg/default.asp?Cat=External%20Training&Top=External%20Training%20-%20General%20>

Information. With the advent of this system, individual hard-copy SF-182s—including faxed, scanned/e-mailed, mailed and hand-delivered originals and copies—will no longer be accepted by FSI's Registrar's Office.

Affected Department employees must apply in advance for external training, preferably four weeks ahead of the course's registration/start date. Instructions can be found in 13 FAH-1 H-720.

An employee may be prompted by the online system to provide additional forms to complete his or her training request. They can include the Training Agreement (DS-3070), Continued Service Agreement (DS-3063) or Application for the Sponsorship of After-Hours Study (DS-4025) at a college or university. These must be submitted, if requested, before the request is approved by FSI. Until the additional forms are available online, employees should scan or e-mail them to [fsi-externaltraining@state.gov](mailto:fsi-externaltraining@state.gov) or fax them to (703) 302-7152.

For more information about the FSI External Training Program, visit <http://fsi.state.gov/admin/reg/default.asp?Cat=External%20Training>. ■



This statue of America's first diplomat, Benjamin Franklin, watches over students as they stroll the FSI campus.





# Highs and Lows

**Don't fall for bad ladder technique /// By Ken Doolan**

With the arrival of fall, many homeowners are trying to complete maintenance and repair projects before winter sets in. Painting, gutter cleaning, window washing and roof repairs are on many to-do lists, and all require the use of some type of ladder.

While most people may not give much thought to using a ladder, improper and careless use can result in serious injury or death. According to the Consumer Product Safety Commission, ladders annually are involved in more than 511,000 injuries—mostly the results of falls—requiring emergency room treatment and an estimated 300 deaths. Deaths, which can occur from a height of as little as 6 feet, are equally distributed between step ladders and extension ladders.

The best way to avoid injury is to follow a few common-sense steps.

## Proper Positioning

Two of the most terrifying experiences you can have on an extension ladder are when the ladder slides down the side of the house or tips over backward with you on it. Both events can occur

if you do not position the ladder at the correct angle. The rule is that for every 4 feet in ladder height, the base of the ladder must be positioned 1 foot away from the structure. This means the base of a 20-foot ladder should be positioned 5 feet from the wall.

When you need to access the roof, it is important that the ladder extend 3 feet above the roof edge so you can hold on to the ladder rails when climbing on or off the roof. When painting or doing other work on an extension ladder, it is critically important to have a rail or rung to hold onto. This requires that you do not climb any higher than the fourth rung from the top of the ladder. For step ladders, the rule is to position yourself no higher than the second step from the top. Keeping your body centered and not overreaching is essential to maintaining balance and avoiding sideways falls off either type of ladder. Remember to move the ladder rather than overreach.

Always carry a ladder parallel to the ground to avoid contact with overhead obstructions, especially electrical wires. Many extension ladders

are fairly heavy, and people have been injured attempting to erect them. The best strategy is to place the ladder on the ground with the feet close to the side of the house. Then lift the top end and walk it up, hand over hand, until it is against the wall. Extend the ladder to the desired height and then reposition the base to meet the 4:1 ratio. Reverse this process to take the ladder down.

The feet of any ladder should rest on a firm, smooth surface. When ascending, keep either one foot and two hands or two feet and one hand in contact with the ladder at all times. If possible, have someone steady the ladder as you ascend and descend.

## Correct Ladder

Before beginning a project, ensure that you have the correct ladder for the job and that it is in good repair and operates properly. Extension ladders are rated for various weight capacities, which should be marked on the side of the ladder. Stability problems can occur if the weight of the user and materials is greater than the ladder is designed for. Type III light-duty

household ladders are rated at 200 pounds. If the load will be greater, a higher-rated ladder should be used.

Also check your step ladder. Some step ladders may be of such lightweight design that the rear legs could “walk” as you ascend, making the ladder unstable and greatly increasing the risk of falling. Always use a step ladder in the fully open position, ensuring that the ladder braces are securely locked and the feet are on a smooth, level surface. Never place a step ladder against a wall.

As we get older, we cannot do some things as well as we did earlier in life. Standing on ladders, especially extension ladders, requires a certain degree of physical fitness, balance and coordination. Do not use ladders if you tire easily or use medications that make you drowsy or dizzy.

With careful forethought and planning, you can get those household projects accomplished safely and still have time to catch the afternoon football game. ■

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*Ken Doolan is a certified industrial hygienist in the Office of Safety, Health and Environmental Management.*



## U.S. Ambassador to Sweden

Matthew W. Barzun of Kentucky, a business executive and investor, is the new U.S. Ambassador to Sweden. An Internet pioneer, he held high-level positions at CNET Networks, where he led the effort to build one of the first comparison shopping sites on the Internet. After leaving CNET

in 2004, he advised and invested in start-up Internet companies. He has served on the boards of many nonprofit organizations that focus on education. He was among the first to join President Barack Obama's National Finance Committee.



## U.S. Ambassador to the Marshall Islands

Martha Campbell of Michigan, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of the Marshall Islands. Previously, she was dean of the School of Professional and Area Studies at

the Foreign Service Institute. Before that, she was executive director of the bureaus of European and Eurasian Affairs and International Organization Affairs. Her overseas postings include The Hague, Stockholm, Budapest, Majuro, Paramaribo and Rotterdam.



## U.S. Representative to the U.N. Agencies for Food and Agriculture

Ertharin Cousin of Illinois, a corporate, nonprofit and government executive, is the new U.S. Representative to the United Nations Agencies for Food and Agriculture with the rank of Ambassador. Previously,

she was president of the Polk Street Group, a national public affairs firm. She has held top positions with Feeding America, the nation's largest hunger organization; in the retail food sector; and in the Clinton Administration, where she was White House liaison at the State Department.



## U.S. Ambassador to the Holy See

Miguel Humberto Díaz of Minnesota, a professor, is the new U.S. Ambassador to the Holy See. Previously, he was professor of theology at the College of Saint Benedict and Saint John's University in Minnesota, as well as several other universities. A native of

Cuba, he is former president of the Academy of Catholic Hispanic Theologians of the United States. He is an expert on Catholic social teachings who has participated in various ecumenical conversations and an award-winning author. He is married and has four children.



## U.S. Ambassador to Austria

William C. Eacho III of Maryland, a businessman and civic activist, is the new U.S. Ambassador to the Republic of Austria. Previously, he was chief executive officer of Carlton Capital Group. Before that, he was executive vice president of Alliant Food-service. He has served on several boards,

including Boys and Girls Clubs of Greater Washington, where he was also chairman and acting CEO. He has served with organizations dealing with climate change and the Israel-Palestinian conflict. He is married and has three sons.



## U.S. Ambassador to Latvia

Judith G. Garber of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Latvia. Previously, she was deputy assistant secretary in the Bureau of European and Eurasian Affairs. Her overseas postings

include Spain, Prague, Mexico City and Tel Aviv. Before joining the Foreign Service, she worked at the Federal Reserve and Department of the Treasury. She is married and has two children.





### **U.S. Ambassador to South Africa**

Donald H. Gips of Colorado, a telecommunications executive, is the new U.S. Ambassador to the Republic of South Africa. Previously, he was director of Presidential Personnel for President Obama and served on the board of President

Obama's transition. Before that, he was group vice president in charge of Global Corporate Development for Level 3 Communications. Before joining Level 3, he was chief domestic policy advisor to Vice President Al Gore. He is married and has three sons.



### **U.S. Ambassador to Tajikistan**

Kenneth E. Gross Jr. of Virginia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Tajikistan. Previously, he was a career development officer for senior-level officers in the Bureau of Human Resources and director of the Middle East

Partnership Initiative Office in the Bureau of Near Eastern Affairs. He was principal officer in Basra, Iraq; deputy chief of mission in Tajikistan; and also served in Haiti, Malaysia, Nepal and Germany.



### **U.S. Ambassador to the Netherlands**

Fay Hartog Levin of Illinois, an attorney, executive and daughter of Dutch immigrants, is the new U.S. Ambassador to the Kingdom of the Netherlands. Previously, she was senior consultant to the Res Publica Group. Before that, she was vice president

for External Affairs at Chicago's Field Museum. As an attorney, she was an expert in school and employment law and crisis management. She was chairman of the Illinois Arts Alliance Board and served on several other boards.



### **U.S. Ambassador to Morocco**

Samuel L. Kaplan of Minnesota, an attorney and political activist, is the new U.S. Ambassador to the Kingdom of Morocco. Previously, he was founding member and president of Kaplan, Strangis and Kaplan. He and his business partner own numerous nursing homes and senior housing facilities

in the Upper Midwest. He was chairman of Sen. Paul Wellstone's two election campaigns and a chair of John Kerry's presidential campaign in Minnesota. He has been engaged in numerous community and charitable activities. He is married and has six children.



### **Legal Advisor to the Department**

Harold Hongju Koh of Connecticut, a law professor, is the new Legal Advisor to the Department. Previously, he was dean and professor of international law at Yale Law School. He is one of the country's leading experts on public and private international

law, national security law and human rights. He previously served as assistant secretary for Democracy, Human Rights and Labor. He clerked for Supreme Court Justice Harry Blackmun, worked for the Department of Justice and practiced law at Covington & Burling.



### **U.S. Ambassador to Haiti**

Kenneth H. Merten of Virginia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Haiti. Previously, he was deputy executive secretary to Secretary of State Hillary Clinton and before that served in the same capacity for

Secretary Condoleezza Rice. His overseas postings include Paris, Port-au-Prince, Bonn and the U.S. Mission to the European Union in Brussels.



## U.S. Ambassador to Germany

Philip D. Murphy of New Jersey, a political and civic activist, is the new U.S. Ambassador to the Federal Republic of Germany. Previously, he was a senior director of Goldman Sachs and served as national finance chair of the Democratic National Committee. He co-chaired a national task

force on 21st-century public education and has served on many boards, including the U.S. Soccer Foundation. He was a driving force in bringing a professional women's soccer franchise to New Jersey. He is married and has four children.



## U.S. Ambassador to Suriname

John R. Nay of Michigan, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Suriname. Previously, he was principal officer at the U.S. Consulate General in Toronto. Before that, he was office director for Regional

and Security Affairs in the Bureau of African Affairs. He was consul general in New Delhi and also served in Johannesburg, Calgary, Singapore and Taipei.



## U.S. Ambassador to Finland

Bruce J. Oreck of Colorado, an attorney and businessman, is the new U.S. Ambassador to the Republic of Finland. Previously, he practiced law, authored several books on taxation, was a real estate developer and served as general counsel and executive vice president for his family business, the

Oreck Corporation. He has had a lifelong passion for nature and the wilderness. He and his wife founded the Zero Carbon Initiative. They are collectors and major donors of mineral specimens to museums throughout the country.



## Under Secretary for Democracy and Global Affairs

Maria Otero, a leader in microfinance, is the new Under Secretary for Democracy and Global Affairs. Previously, she was president and chief executive officer of ACCION International, a pioneer in micro-finance around the globe. Before that, she

worked for the Women in Development office of the U.S. Agency for International Development. She is an expert on microfinance, women's issues and poverty alleviation. In 2005, she was named one of the United States' 20 most influential women by *Newsweek*.



## Ambassador-at-Large for War Crimes Issues

Stephen J. Rapp of Iowa, a prosecutor, is the new Ambassador-at-Large for War Crimes Issues. From 2001 to 2009, he was a U.N.-appointed prosecutor in trials involving the genocide in Rwanda and mass atrocities against civilians in Sierra Leone. Most

recently, he was responsible for the prosecution of former Liberian President Charles Taylor at the International Criminal Court in The Hague. He was United States Attorney for the Northern District of Iowa from 1993 to 2001. He is married and has two children.



## U.S. Ambassador to Zimbabwe

Charles A. Ray of Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Zimbabwe. Previously, he was deputy assistant secretary of Defense for POW/Missing Personnel Affairs. He was ambassador to

Cambodia from 2002 to 2005. Other overseas postings include Ho Chi Minh City, Freetown, Guangzhou, Shenyang and Chiang Mai. Before joining the Foreign Service, he served in the Army for 20 years. He is married and has four children.





### U.S. Ambassador to India

Timothy J. Roemer of Indiana, a former member of Congress, is the new U.S. Ambassador to India. Previously, he was president of the Center for National Policy, a think tank dedicated to a bipartisan approach to national security challenges. He represented an Indiana district for six terms

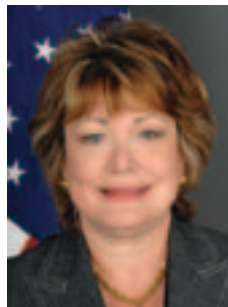
in the U.S. House of Representatives. He served on several independent commissions concerned with national security, including the Commission on the Prevention of Weapons of Mass Destruction, Proliferation and Terrorism. He is married and has four children.



### U.S. Ambassador to Japan

John V. Roos of California, an attorney and political activist, is the new U.S. Ambassador to Japan. Previously, he was chief executive officer at Wilson Sonsini Goodrich & Rosati, a Silicon Valley law firm known for its representation of technology, life sciences and growth companies. He has

been active in local government and served on national political campaigns for President Obama, former Vice President Walter Mondale and Senator Bill Bradley, among others.



### Under Secretary for Arms Control and International Security

Ellen O. Tauscher of California, a former member of Congress, is the new Under Secretary for Arms Control and International Security. She served in the U.S. House of Representatives for 13 years. Her California

congressional district was the only one in the country with two national defense laboratories. She chaired the House Armed Services Subcommittee on Strategic Forces. She spent 14 years working on Wall Street and was an officer of the American Stock Exchange.

## Retirements

### Foreign Service

Anderson, Rosalyn H.  
Augustine, Peter K.  
Fleenor, Charles E.  
Goodman, Andrew Lewis A.  
Hayes, Margaret F.  
Johnston, Lawrence Paul

Luck, Albert M.  
Oliver, Beverly A.  
Savageau, Mark E.  
Smith, Timothy W.  
Wright, Martina M.  
Wyckoff, Eulando D.

### Civil Service

Barden, Ralf I.  
Bate, William A.  
Cicetti, Pamela S.  
Clack, George R.  
Franklin, Gregory B.  
House, Robert A.  
Johnson, Laverne  
Miller, Larry Dean  
Mitchell, Wanda L.  
Moses, Steven L.

Nelson, Teresa A.  
Pereira, Aristide Serge  
Retherford, Patricia A.  
Ruffini, Julio L.  
Samuels, Ruth N.  
Simms, Kathleen M.  
Stack, James T.  
Steele, Gloria P.  
Tatum, Karen D.



George C. Marshall.

**Alfred P. Dennis**, 94, a retired Foreign Service officer, died Sept. 23 of kidney failure at his home near Leesburg, Va. He served in the Navy during World War II. His postings included Germany, Norway, Italy, Iceland, Cameroon and Somalia, where he was acting ambassador. After retirement, he worked as a realtor and was a member of several preservation groups. He and his wife promoted the conservation of Dodona Manor, the former home of Gen.



playing bridge.

**Jeannette Brynos Engelking**, a retired Foreign Service officer and Civil Service employee, died May 17 in Arlington, Va. She joined the Foreign Service in 1965 and was posted to the Dominican Republic, Mexico, Brazil, Guatemala, Israel and Denmark. In 1980, she transferred to the Civil Service and worked at the U.S. Information Agency as a program officer for the International Visitors Program. She retired in 1994. She loved opera, ballet and



**Nikita "Nick" Grigorovich-Barsky**, 64, a retired Foreign Service employee, died Sept. 9 of heart failure in Washington, D.C. A native of Austria, he joined Voice of America as a broadcaster and in 1972 joined the exhibits division of the U.S. Information Agency. He served in Japan, Austria, Germany and Italy. He retired in 2000. He loved boating with his dog, meeting people and telling stories and jokes.



**Blanca O. Huaco**, 83, a retired Foreign Service National employee, died July 17 of pancreatic cancer. She served for 36 years in the mining and petroleum section of the U.S. Embassy in Lima. In 1990, she was selected FSN Employee of the Year by the Bureau of Western Hemisphere Affairs. After retiring, she visited Washington, D.C., several times.



**Mary Ursula McGraw**, 86, a retired Foreign Service nurse, died July 15 of bone cancer at her home in Ozone, Fla. She was posted to Thailand, Bolivia, Pakistan, Mexico, Japan and Ghana. She enjoyed traveling and was an active supporter of the Senior Living Foundation.



player into his 80s.

**Alfred E. Smith**, 82, a retired employee of the Department and the U.S. Information Agency, died Aug. 6 of sarcoma at his home in Fairfax County, Va. He served with the Army occupation forces in Japan after World War II and was an analyst at the Central Intelligence Agency for 12 years. He joined the Department in 1963 and in 1978 moved to USIA, where he administered international sports programs. He retired in 1985. He was an avid softball





**Richard Owen “Dick” Sparshott**, 88, a retired Foreign Service specialist, died July 22 in Alexandria, Va. He was a Navy pilot during World War II. His diplomatic postings included Beirut, Abidjan, Frankfurt, New Delhi and Panama City. He retired in 1982 after 24 years with the Bureau of Diplomatic Security. His daughter, son-in-law and grandson followed him into the Foreign Service.



**Gerald R. “Jerry” Toney**, 75, a retired Foreign Service officer, died May 9 of cancer in Reston, Va. He served in the Army before joining the Foreign Service in 1957. He was posted to New Delhi, Mexico City, Curitiba, Helsinki, Freetown, Lagos, Valencia, Seville, Recife, Oporto and Belize City. He retired in 1990. He was an avid reader and loved music.



**Lynn B. Thomas**, 64, wife of retired Foreign Service officer Herbert S. Thomas, died Aug. 30 of breast cancer in Santa Fe, N.M. She accompanied her husband on assignments to Lagos, Bonn, Berlin, Taipei, Guangzhou, Mogadishu and Addis Ababa. She served as community liaison officer in Guangzhou and worked in the Bureau of African Affairs. In retirement, she learned pottery and was a member of the South-western Association for Indian Arts.

**In the event of a death**

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

# ‘What peace in the Middle East looks like’

Social media terminology—Web 2.0 to tech-savvy generations—evokes images that just 10 years ago might have been called exotic: Twitter, Flickr, YouTube. However, to the Department’s public diplomacy professionals, the images are definitely more utilitarian—unprecedented direct access to publics, open doors to new overseas audiences and the chance to engage people around the world in new ways.

With the Bureau of International Information Programs leading the way in using these Web tools for international engagement, the Department now has more than 130 official Facebook pages, more than a dozen feeds on the Flickr photo-sharing Web site, nearly 40 Twitter accounts and a growing list of blogs. Welcome to the world of digital diplomacy.

If it’s not the most delicate posting for Foreign Service officers, it could very well be the most interesting. A rarity in the State Department—a consulate that feels like an embassy and that reports directly to Washington—the U.S. Consulate General in Jerusalem plays a key role in the ongoing effort to promote a lasting and peaceful resolution to the Israeli-Palestinian conflict. The consulate provides political, economic and security support to the Palestinian Authority while overseeing U.S. efforts and looking after the 120,000 American citizens in Jerusalem, the West Bank and Gaza.

The consulate leads by example—its more-than-300-person Locally Employed staff includes people of many faiths and backgrounds working side by side to get the job done. As one eloquent Jerusalem staffer said, “Tell the politicians to come to the GSO

warehouse, and we can show them what peace in the Middle East looks like.”

Preparing for the worst—a terrorist attempt to destroy and disrupt U.S. and Mexican energy-sector facilities, for example—requires more than good intentions. It takes extensive planning and cooperation between multiple levels of government, along

with periodic exercises to test the various roles assigned to the different government entities. In these National Level Exercises, planned and managed by the Federal Emergency Management Agency, the State Department acts as the official liaison between the U.S. and participating foreign governments.

In the latest exercise, the Department coordinated with the governments of Australia, Canada, the United Kingdom and Mexico through an exercise task force established in the Operations Center and emergency action teams at U.S. embassies in Canberra, Ottawa, London and Mexico City.

Last but not least, a final salute to our colleagues en route to their final posting: *Alfred P. Dennis; Jeannette Brynos Engelking; Nikita “Nick” Grigorovich-Barsky; Blanca O. Huaco; Mary Ursula McGraw; Alfred E. Smith; Richard Owen “Dick” Sparshott; Lynn B. Thomas; and Gerald R. “Jerry” Toney.* ■



*Rob Wiley*

Rob Wiley  
Editor-in-Chief

## COMING IN DECEMBER

- >>> Promoting Law and Order in Iraq
- >>> Bloggers Open Windows into the G-20 Summit
- >>> Sounding Out the Sounding Board >>>

... and much more!





# SELECTIONS FROM THE STATE SUGGESTION BOX

WOULDN'T IT BE SWELL IF SUPERIOR  
HONOR AWARDS CAME WITH A PAIR OF  
SUPERIOR HONOR SLACKS?



WHY DO FOREIGN SERVICE  
OFFICERS HAVE TO GET THEIR  
CONES TATTOOED ON THEIR  
BACKS? IT'S NOT RIGHT!



OH, WAIT - WE  
DIDN'T HAVE TO?  
THAT WAS JUST  
ME? NEVER  
MIND -  
MY BAD...

COULD WE HAVE A MORE COMFORTABLE DRESS  
CODE FOR POSTS IN TROPICAL CLIMATES?

GOSH, THESE COCONUTS  
REALLY BREATHE!



SHOULDN'T OFFICIAL TRAVEL TO EMBASSY  
NEPTUNE QUALIFY FOR A REST STOPOVER?

THE GOOD THING IS THAT  
PER DIEM COVERS HALF  
THE OXYGEN SUPPLY...



TIMELY CLEARANCE OF MENOS COULD BE  
ENCOURAGED BY ROVING ENFORCEMENT  
SPECIALISTS WIELDING SCIMITARS...

HANG ON - I'M CHANGING  
"HAPPY AMBASSADOR" TO  
"GLAD AMBASSADOR"...



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# 2009 Federal Benefits Open Season

Employees may enroll in or change their health, vision and/or dental insurance during the 2010 plan year's open season, Nov. 9 through Dec. 14. Benefit fairs featuring health insurance representatives will be held Nov. 18 at the Foreign Service Institute's Wood Lobby and Nov. 19 at the Harry S Truman Building's Exhibit Hall.